

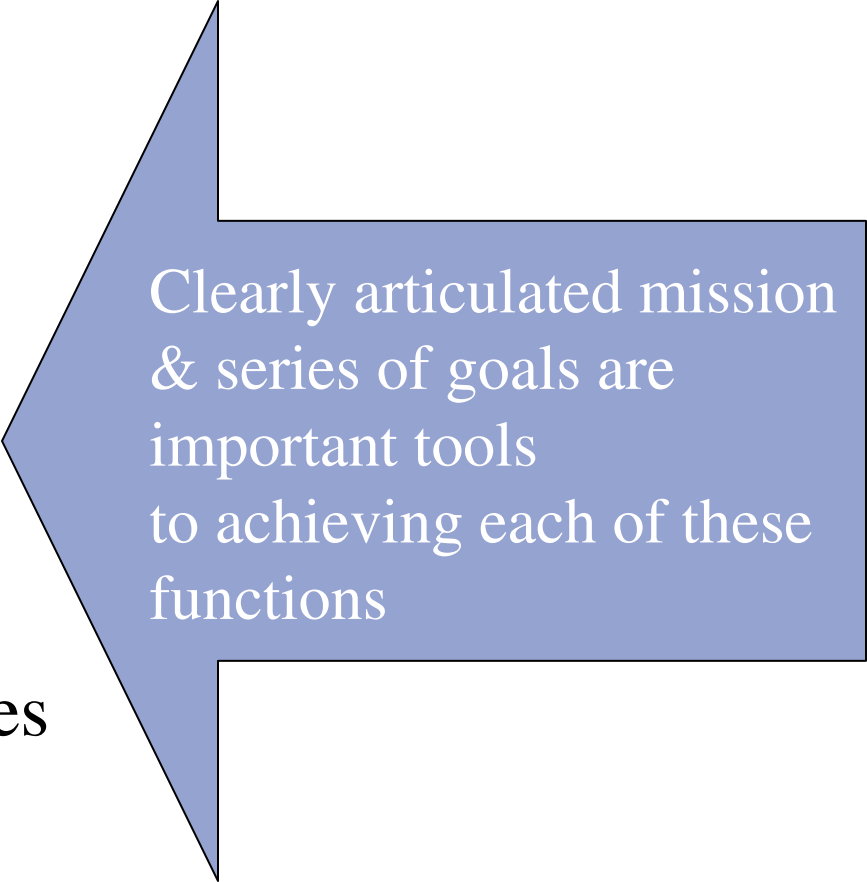
# Developing EOF Program Mission and Goals

New Jersey Commission on Higher Education  
Educational Opportunity Fund  
May 2006


# Critical roles for EOF directors

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- Program planning
- Leading
- Organizing
- Coordinating
- Supervision
- Managing resources



Clearly articulated mission  
& series of goals are  
important tools  
to achieving each of these  
functions



Mission, values, & vision are the glue that helps to hold an program together. They describe what you're trying to do, how you want to go about it, & where you're headed.

Articulating these things helps to keep your program on track. It gives you a yardstick you can use to measure your present performance & plans compared to your aspirations.

# Mission Statement

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- Describes the overall purpose of the organization or program
- Tells what makes your program unique
  - Distinguishes the mission of the organization/program from other organizations/programs

# *Mission Statement*

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- Guide to planning & daily management
- States fundamental purposes
- Unique qualities or distinctiveness
- Commitments to constituencies
- Major emphases, directions, & services
- Philosophy, key organization/unit values
- Key outcomes

# *Developing a Mission Statement*

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- Involve staff & key stakeholders
- Review & research college & EOF plans
- Review & research college and EOF missions
- Determine how & where EOF supports/fits college mission
- Use guides to developing mission statements
- Write, revise, write, renew

# Vision & Values Statements

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## Vision Statement

- The most powerful motivator in an organization
- Vivid description of the organization as it effectively carries out its operations.
- Compelling description of the state & function of the organization once it had implemented the strategic plan

## Values Statement

- Represent the core priorities in the organization's culture, including what drives members' priorities and how they truly act in the organization
- Establish core values from which the program would like to operate
- Articulating values provides everyone with guides to choose among competing priorities & guidelines about how people will work together.

# Program

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- A collection of organizational resources that is geared to accomplish a certain major goal or set of goals
  - Program Should Tie to the Organization's Mission
  - Program Planning Should Tie in With Strategic Planning
  - Conduct Program Planning as a Team
  - Focus on Results/Outcomes
    - Plan Key Indicators of Program Success



# Goal-Based Planning

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- Most common approach
- Starts with focus on the organization's mission, vision and/or values
- Goals to work toward the mission

# Set Realistic Goals & Objectives

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- Program Mission
- Agency Expectations
- Institutional Mission
- Shared Vision
- Assessments
- Benchmarks
- Resources

# Goals & Objectives

## Goals

- An overall status to be reached through continued efforts in the program
- Should come from & be closely associated with the institution's overall strategic mission & goals
- Should establish clear direction & portray that direction to others

## Objectives

- Sub-goals needed to accomplish major goals
- Should be worded such that one can rather easily discern if it's been reached or not
- Should specify who is going to do what to whom & when and how much

# *Goals*

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- Linked to Mission
- Define
  - Inputs
  - Processes
  - Outcomes
- Future Oriented
- Linked to Assessments/Indicators

**Mission - Broad statement of Purpose/Intent**

**Goal - Major/strategic outcome**

**Goal2**

**Goal3**

**Goal4**

**Goal5**

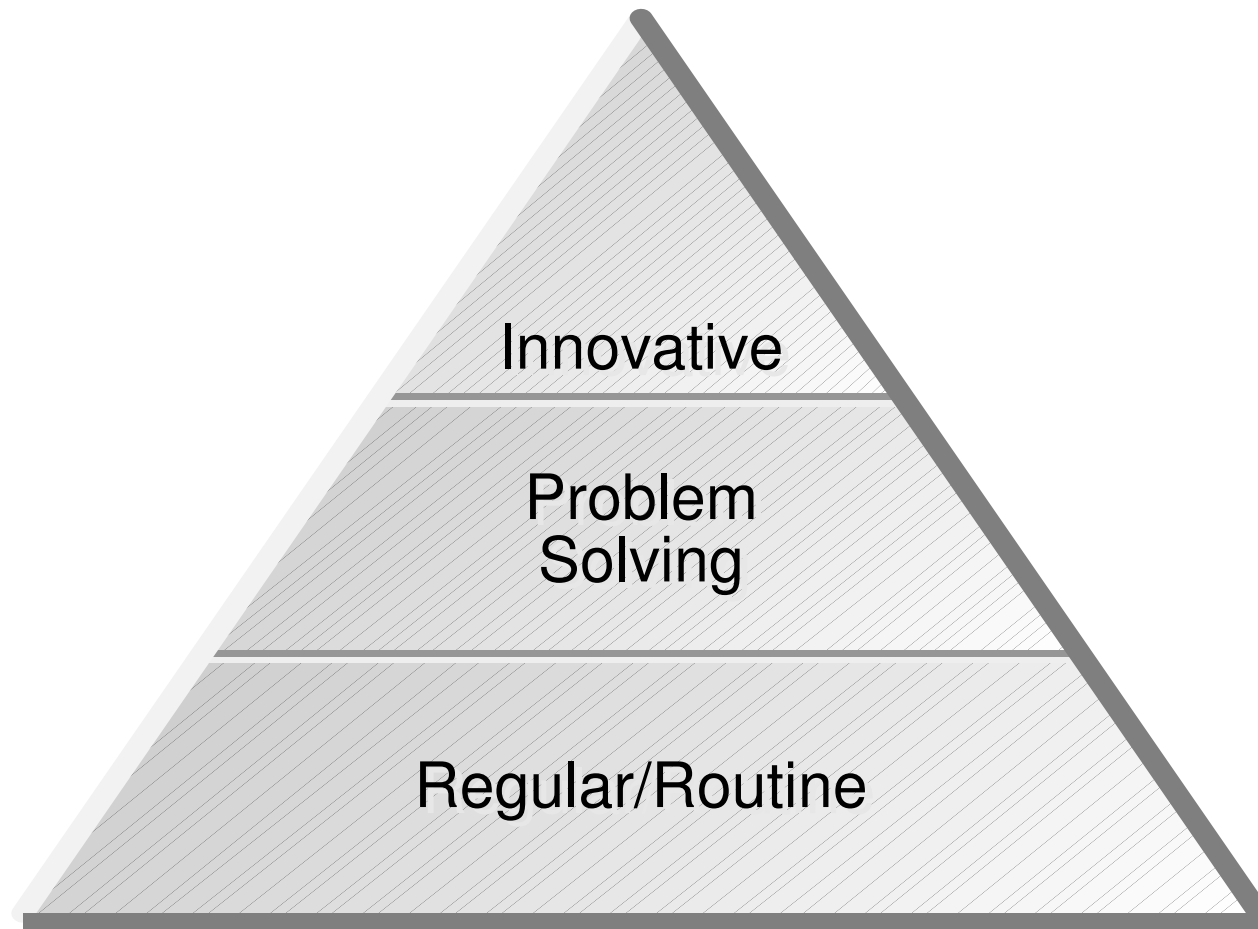
**Objective- Specific steps/outcomes & assessments (criteria & indicators) necessary to meet goal**

**Objective2**

**Objective3**

# Types of Goals/Objectives/Activities

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# Outcomes

- Detailed, specific statements derived from the objectives
- Are observable, measurable results or evidence of the educational experience. They may be things the program wants:
  - students to know (cognitive),
  - ways students think (affective/ attitudinal), or
  - things students should be able to do (behavioral, performance, psychomotor).
- They are detailed & meaningful enough to guide decisions in program planning & improvement, & decisions about pedagogy & practice
- These statements use active verbs, such as *create, compose, calculate, develop, build, evaluate, translate, etc.*

# Outcomes

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- Outputs

- Level of program services
  - Tutoring contacts
  - Counseling contacts
  - # of workshops

- Outcomes

- Changes in student attitudes, behaviors, skills, etc.

- Impacts –

- Longer term change
  - Student/program
  - Institutional
  - Organizational
  - Community
  - Policy



# Outcomes

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## Academic

- Grades (general)
- Grades (by course type)
- Retention (semester to semester) 1<sup>st</sup> to 2<sup>nd</sup> year
- Graduation rates
- Time to degree (calendar vs. seat time)
- Changes in academic interests
- Transfers to 4-year institutions

## Student

- Academic adjustments/integrations
- Social adjustments/integration
- Attitudes towards learning
- Expectations for success
- Academic self-esteem
- Utilization of academic supports
- Non-cognitive factors

# Example of Outcomes

## OUTPUTS

- The program provided
  - 10 contacts per students
  - 3 hrs of tutoring per subject
  - Instituted 3 new group advisement seminars
  - Weekend orientations sessions for commuters
  - Held 4 faculty outreach programs

## OUTCOMES

- Increase participation in advising by 25%
- Retention rates for student participants improved by 25%%
- Increase faculty involvement by 50%

## IMPACTS

- Overall campus advising participation increased by 25%
- Institution adopted EOF orientation & advisement model



Do not forget...

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**Staff should be involved in the development of the program's mission &/or values statements as well as in the development of the goals & objectives that they are expected to implement**



# Kellogg Foundation Logic Model

Adapted from *Logic Model Development  
Guide*, W.K. Kellogg Foundation, 2001

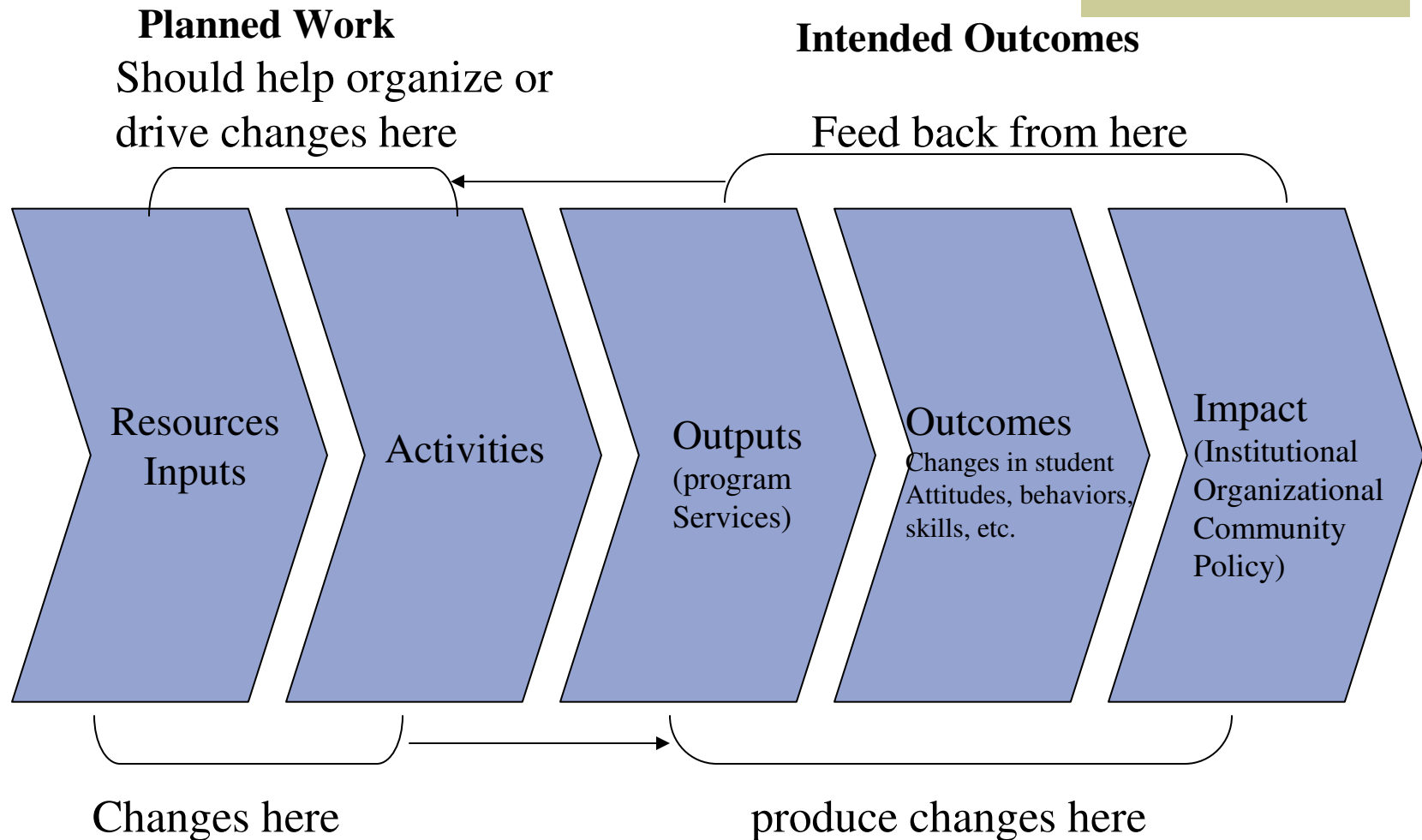
[www.kkf.org](http://www.kkf.org)

# Logic Model

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- A systematic & visual way to present & share your understanding of the relationships among the resources you have to operate your program, the activities you plan to do, & the changes or results you hope to achieve.

# Logic Model

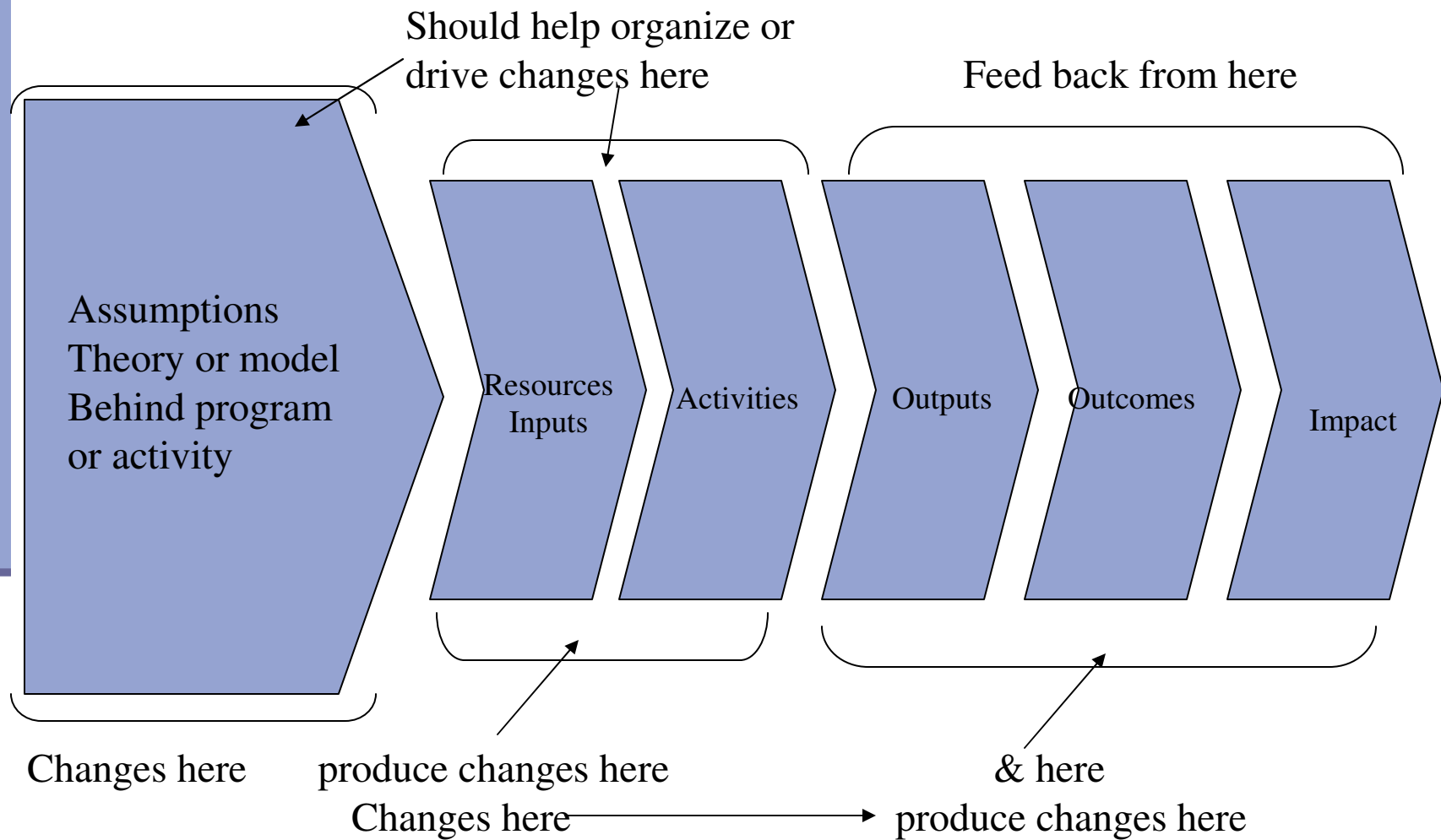


Adapted from “Logic Model Development Guide, W.K. Kellogg Foundation, 2001

# Theory Logic Model

**Planned Work**

**Intended Results**



*"A program is a theory & an evaluation is its test" Carol Weiss 1998*

# Program Evaluation Questions & Indicators

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- Focus Area
  - Identify components of most important program aspects
- Audience
  - Who are your key audiences for each focus area?
- Questions
  - For each focus area & audience list questions they might have about your program
- Information use
  - How will each audience use the evaluation information?
- Indicators
  - What information will be collected that will indicate the status/progress of the program/component & participants for each ?
- Technical assistance
  - Does your office have the data mgt & evaluation expertise to collect & analyze the data that relates to this indicator?



# Indicator Development

Focus Area	Question	Indicator	How to Evaluate	Technical Assistance Needed



# NJ EOF Vision & Mission Statements



# EOF Vision

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- Through EOF, NJ will be the national leader in providing access to higher education for students from educationally and economically disadvantaged backgrounds
- EOF will contribute to the preparation of a diverse population, citizens for entrance into the state's skilled workforce who will also understand the necessity of civic involvement
- Partnership among the State, EOF Board, CHE & Institutions is the key to Fund's future success

# EOF Mission

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- EOF contributes to the development of a college-educated public that reflects the diversity of New Jersey. In partnership with New Jersey colleges & universities, the Fund provides access to higher education & support for highly motivated students who exhibit the potential for success, but come from families/communities disadvantaged by low income & the lack of access to the quality educational preparation necessary to attend college.

- The Fund seeks to maximize educational opportunities for EOF students by providing direct program services designed to promote persistence through degree completion. EOF supports innovative educational initiatives, supplemental instruction, support services, & leadership development activities to improve the student's chance of academic success.

- In concert with other sources of student financial assistance, the Fund also attempts to make college affordable for those students who find the costs of higher education an impediment to access & student persistence.

# References

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